

26 May 1977

NOTE FOR: DDCI

SUBJECT: Promotion Policy

Hank:

1. You will probably recall the T-gram at the bottom of this pile of paper. I believe we received it the day before you left. When I received Janney's proposed response earlier this week, I sent it to Jim Taylor for his comments.

2. In the light of your charge to Taylor and Blake at our meeting this morning to begin a comprehensive examination of many of our personnel problems in the EAG forum, it is really premature to respond to the Director in this form. The paper is unsatisfactory in any case because we don't tell the Director what lines of aggressive action we are going to pursue in an effort to solve some of the problems which are described.

3. It seems to me you have the following options:

- a. You can discuss this with him orally and advise him of the study and action you have laid on for the EAG.
- b. We can send him the terms of reference for the EAG study and action plan as soon as Taylor and Blake have it drafted.
- c. We can send him some of the material in this paper in order to inform him how the system works now and also include the EAG terms of reference paper.

4. At least for the moment I suggest you go with option a since he asked for your comments shortly after your return. Then if you want we can follow up with suggestions and options b and/or c. In any case the objective is for you to attempt to seize the initiative on this subject and let him know that we are going to be coming up with some significant new departures to attempt to deal with the problems that concern him and also ourselves.

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20 MAY 1977

MEMORANDUM FOR: Deputy Director for Administration

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Promotion Policy

REFERENCE : DCI note to DDCI dtd 10 May 77, same subj.

1. Forwarded herewith are comments prepared to respond to reference request and a draft transmittal memorandum from the DDCI to the DCI.

2. Several of the DCI's proposals track with policies and procedures already established in the Agency. We have explained the various systems and procedures and have included suggestions in those areas where the DCI's proposals go beyond current policies or practices. In developing this response, we found the subject matter overlaps with other queries from the DCI; we have addressed our response, however, only to the statements in reference without extension of the material to his other memoranda.

3. We will expand or develop further recommendations in this subject area if the DCI has interest in substantially changing the current systems. As you know, work is beginning on a study and analysis of the performance evaluation systems as they now exist in the Agency, with the intent of determining their effectiveness for the purposes for which designed and proposing changes or revisions if need is indicated. If the DCI has proposals under consideration which would change the Agency approach to comparative evaluation and promotion, the Task Force should be advised to insure inclusion in the study of any new directions.

F. W. M. Janney

Atts.